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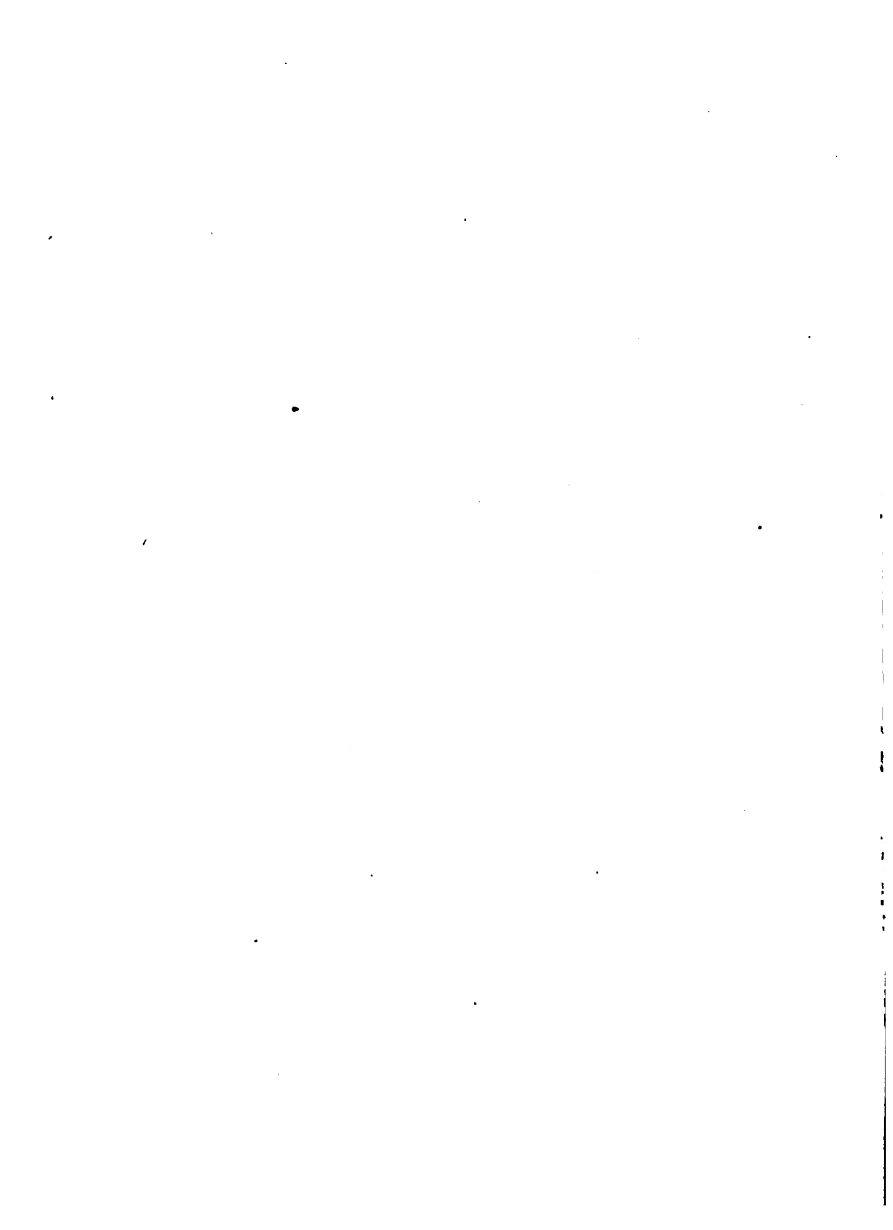
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T. W. Bligh



# The SCIENCE OF BUSINESS

BEING

The Philosophy of Successful Human Activity  
Functioning in  
BUSINESS BUILDING  
OR  
CONSTRUCTIVE SALESMANSHIP

*By*

ARTHUR FREDERICK SHELDON



LESSON ELEVEN  
SYNTHESIS—THE SALE I

CHICAGO, U. S. A.

1917

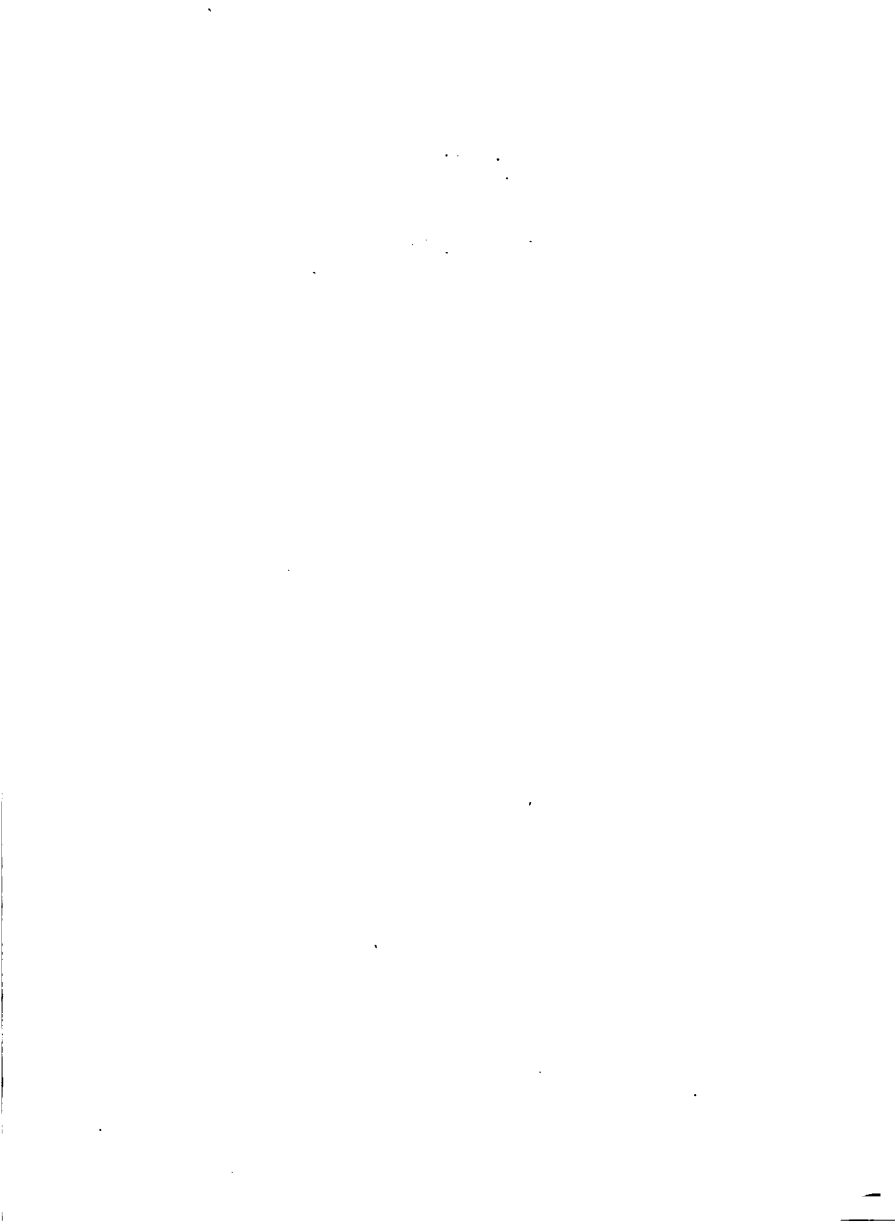
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## Analysis of Lessons XI and XII

Introduction	Function	{ To get favorable attention { To the thing for sale. Through the senses. { By spilling other thoughts from customer's mind. { Language narrative in form. { Varied to suit conditions.
	Character	{ To excite interest. { To create desire. { To bring about favorable action.
Primary selling talk	Function	{ Law of construction: Association of ideas. { Language descriptive. { Not too forceful at first.
	Character	{ Brief. { A sketch, but complete in a general way. { Should have terminal facilities. { Get decision on minor point.
	Method	{ Points should be memorized. { Interruptions. { Salesman should control interview. { Price should be mentioned last. { Be positive.
	Function	{ To arouse appreciation. { To create desire. { To bring about favorable action.
Secondary selling talk	Character	{ Language mainly expository. { No sensible break between first and second selling talk. { Do your best on each point. { Persevere. { Have strong terminal facilities. { Guide into tertiary if customer does not act.
		{ Mix narrative and descriptive with expository language.

Thirteen rules	Use figures of speech and suggestive arguments.	
	Use greater force.	
	Fill in sketch.	
	Hold the floor.	
	Turn aside interruptions.	
	Dwell on points that interested in primary.	
	Make secondary a masterpiece.	
	Use law of non-resistance.	
	Appeal to the senses.	
	Get customer to agreeing with you.	
	Reach terminal facilities.	
	<div> <div>A reason for doing.</div> <div>A desire to do.</div> <div>A decision to do.</div> <div>A decision how to do.</div> </div>	
Function	{	To bring about action
		Language mainly persuasive.
	{	Must stimulate desire to point of eagerness.
		Must draw out and answer objections.
	{	Must make final assault.
		Must be varied to meet conditions.
	{	Best points must be saved for it.
		Realize righteousness of cause.
	{	Must lead, not drive, the customer.
		Is when desire ripens into decision.
	{	Power to detect intuitional.
		Hesitancy.
	{	Indicated by
		Nod of head.
The psychological moment	{	Movement of body.
		Personality of salesman.
	{	Knowledge of goods.
		Knowledge of human nature.
	{	Power to present points.
		Four weapons for inducing
General instructions	{	You have the advantage of preparation.
		View three selling talks as one.
	{	Use knowledge of types and temperaments.
		Take up the slack.
	{	Make a magnet of yourself and customer.

Tertiary selling talk



## INTRODUCTION

**A**NOTHER brief review. **First**, the student is now thoroughly familiar with the fact that four fundamental factors enter into life's relationship. We shall not state them here, but the author requests the student to pause a moment and state them to himself.

**Second**. He is familiar with the fact that success in life is built upon one fundamental principle.

**Third**. He knows what that principle is and the three elements entering into it.

**Fourth**. He knows that four primary laws exist, related to that fundamental principle, to live in harmony with which means success, the progressive realization of a worthy ideal.

**Fifth**. He has studied three of these four fundamental laws and should know them by heart and be able to state them in the exact language of the Science.

**Sixth**. If for any reason he cannot do so, he should pause at this point and school himself to do so.

He will find the statement of the first primary law at the beginning of Lesson Three. The second primary law is stated at the beginning of Lesson

Eight. The statement of Nature's third primary law of successful human conduct will be found at the beginning of Lesson Ten.

We are now about to consider the fourth primary law, related to the one fundamental principle upon which success depends. Lessons Eleven and Twelve will be devoted to an amplification of this law and certain tributary laws related to it.

This law has to do with the fourth factor entering into life's relationships: the meeting of the minds of the party of the first part and the party of the second part in common agreement. From the standpoint of practicability there is no matter in life more important than this very theme which we are about to consider.

The failure of minds to meet, or, having met, the failure to harmonize and hence to "stay met" is the cause of untold failures and of nameless misery in the world. The hell of wars and strikes and hopeless homes is caused by the failure of human minds to agree, to say nothing of countless salesmen to sell goods.

The author feels that his discovery and formulation of what is known and designated by him in his previous writings as the "Mental Law of Sale" is among the greatest and most distinctive achievements of business science. Its application to salesmanship has resulted in notably increased commercial success of many thousands of students, but its

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beneficial results have by no means ended there. Ministers of the gospel, lawyers and barristers at the bar, as well as people from almost every other vocation, have alike applauded the value to them of an understanding of this law. It has harmonized homes; it has settled disputes; it has enabled human minds to meet human minds in almost countless cases.

It will be perceived by the student that the application of the law is as broad as are human relationships. That is the reason why the author now designates the law as the "Mental Law of Acquirement," rather than the "Mental Law of Sale," which latter term would seem to indicate its limitation to purely commercial pursuits.

It is with the greatest pleasure that we now point the student to the fourth and last grand division of the Science of Business,—the subject of Synthesis, together with a study of certain universal principles of the human mind as related to the important problem of mind meeting mind.

Sincerely,

THE AUTHOR.

## LESSON ELEVEN

### SYNTHESIS

## CHAPTER I

### MEETING OF THE MINDS

**B**ELOW is a statement of the fourth Primary law of successful human conduct. It pertains to the fourth and final factor entering into life's relationship,—the meeting of the minds of the party of the first part and the party of the second part.

*Other things being equal, the power of the individual to render permanently satisfactory Service varies directly with his power to bring about permanent mental agreement with those with whom he communicates.*

Confidence—attention—interest—appreciation—desire—decision—action—satisfaction. These eight words represent eight concepts with which every student of this Science has been made thoroughly familiar.

From one viewpoint, the whole purpose of this course of study may be summed up in these words—each individual to render such satisfactory

Service in his special calling that he is able to create these eight mental states in the minds of those with whom he comes in contact.

We have already defined these eight mental states. We have referred to them repeatedly in the course of our studies.

Every line studied thus far has a bearing directly or indirectly upon the matter of enabling the student to increase the percentage of cases in which, when in contact with his fellow man, he shall be able to bring about the first seven of them, to so fit himself for subsequent service that the last one, satisfaction, shall be induced and made permanent.

The capacity to do this is the final and best test of mastership, regardless of vocation. Briefly, the instructions of Business Science thus far given on how to accomplish this, we might sum up in this way:

1. Build the constructive intellectual powers.
2. Build the constructive sensibilities.
3. Build the body.
4. Build the volitional power.
5. Become an expert in finding the customer.
6. Learn to read human nature; determine the types and temperaments of men.
7. Become a master analyst of the goods.
8. Dress in right language the points arrived at as a master analyst.

We have seen that to do these eight things well

involves knowledge, feeling, decision, and action pertaining to many other things. Then, too, we have studied not alone the what to do but the how of doing these eight things, and likewise the what and the how of many other things treated under these general headings.

One more general injunction now becomes necessary. It is this: **Become a master of synthesis.**

**Become a master of synthesis.** One may do the other eight things well, but if he forgets this last thing, or slights it, he must not expect to reach the highest possible degree in mastership as a business-building salesman.

What is this important thing, synthesis? The student will remember that analysis is the science of separating into parts; it is picking things to pieces, as it were.

Synthesis is just the opposite of that; it is putting the parts together again. The method of synthesis to be studied in this lesson is the putting together of those mental arrows which are made with the machine of analysis, in the best way, in the most logical way, in the most sensible way, in the most natural way, in the most convincing way, in the way which will, in the highest possible average of cases, cause the seven business-building mental states to take place in the mind of the one to whom you are speaking, a condition essential for the getting of the initial patronage of the patron.

It is quite possible to analyze, even so thoroughly as to find all the points concerning a proposition. It is possible to polish all these points splendidly with the implement of correct expression. And it is possible, even then, with these two factors of persuasion, analysis and expression, taken care of, to fail in persuasion unless this question of right synthesis is well looked after.

The question of synthesis has to do with the making of sales. It has to do with the persuasion of the human mind. It has to do primarily, therefore, with the first six of the seven mental states necessary for the securing of progressively profitable patronage.

It is of course taken for granted that each student of the Science of Business will permeate his synthesis with the motive of the Service idea, and thus directly persuade and afterwards render Service in such a way that all of the eight mental states will be the result.

Each is bound to do this in accordance with the first law of Nature—self-preservation—for the reason that he who looks no farther ahead than the present is mentally blind. The individual who transacts his business without regard to the law of mutual benefit and the universal principle of confidence is unwise and never becomes a master.

The volition of the party of the second part is reached through his intellect and his feelings. In

considering the subject of synthesis as related to persuasion there is one truth with which the student is already familiar to which attention is called at this point that the problem of synthesis may be studied with this general truth clearly in mind.

We refer to the fact that the human will, or the sum total of mind, manifests itself in three ways: (1) knowing, (2) feeling, and (3) volition.

Your object as salesman is to persuade the one to whom you are speaking. Your object is to get him to **decide** and **act** as you want him to decide and act. To do this you must make him **know** the good points about your goods. You must also make him **feel** that he wants them. In other words, to put it in a very homely way, you must reach the decider and actor of your customer through his knower and feeler. The sensibilities are the feeler.

Or, again, we might put it in this way: You must enter the citadel of his volition through the doors of his intellect and his feelings. The intellect is the outer door; the feelings are the inner door. You must pass through both in order to reach the volition.

The volition of the party of the second part, then—that power of the will with which it decides and acts—is the target at which the party of the first part is aiming his mental arrows. It is the main port of the Port Arthur of mentality which the

salesman wishes to capture. His purpose is to bring about its surrender.

He is not going to take it by the assault of hypnotic method, which would rather stifle the power of volition and leave it powerless.

He is there to render Service to his client, his customer. His victory must be won through a rational and peaceful surrender—indeed, through willing surrender.

But there are obstacles in the way. Although in a position to serve the customer well, he may not see it that way.

Possibly this is an initial deal, and the salesman feels confident that once completed, it will be but the beginning of most pleasant and profitable trade relationships.

To return to our figure, the volitional power of the party of the second part which you are seeking to reach has the two sentinels, intellect and sensibilities, and also has certain outlying defenses which must be captured before you can reach it.

These are four in number:

1. The fortress of attention, including confidence, which as we have seen must be an element in favorable attention.
2. The fortress of interest.
3. The fortress of appreciation.
4. The fortress of desire.

Hence you have, in all, five fortresses to master before accomplishing the sale, which is the object of your efforts—favorable attention, including confidence, interest, appreciation, desire, and action.

The art of effecting sales is controlled by natural law as fixed and inviolate as any which relates to human activities. Indeed, it is a law which has operated in every sale since the world began, though, so far as we know, it was never formulated until discovered by the author and made a feature of this Science. In fact, this, the mental law of acquiring, may be regarded as the keynote of the whole instruction in the Science of Business.

**Hypnotism has no place in scientific business.** We have said that in your work of selling your office is not to deaden or render inoperative the volition of your customer by hypnotic methods. It is to enlighten the intellect and enliven the feelings, thus leading the will to intelligent choice and action, through the volitional power.

This is so important a distinction that we must pause here to explain it.

Hypnotism as such has no place in legitimate business. Only a few could really hypnotize their customers if they tried, and those who would if they could are deserving of both business and social ostracism.

To hypnotize means to dethrone the volitional power, in fact to paralyze the whole will, to the

end of its extinction, at least for the time being. It renders the will lifeless during the period of hypnosis; the subject is helpless as to his freedom of choice, because the volitional power can no longer act.

Sales made under such conditions are not honest transactions, and business built on such a basis cannot continuously and enduringly succeed. On the other hand, salesmanship founded on the law of mutual benefit, instead of nullifying the will enlightens it to the end of intelligent choice and action.

With these general truths in mind we now come to a consideration of **synthesis as a factor in securing attention, exciting interest, arousing appreciation, causing desire, impelling decision, and bringing about the desired action on the part of the party of the second part.** X

**Four divisions of the selling talk.** Just as we have found that there are four mental states necessary in the meeting of two minds in common agreement, so do we find now that in cases of difficult persuasion there are four natural divisions of the talk which finally persuades. Let us enumerate them at once:

1. The introduction.
2. The primary or first selling talk.
3. The secondary or second selling talk.
4. The tertiary or third selling talk.

Remember, we are referring to cases of difficult persuasion; to those cases where the party of the first part is in a position to render real Service and desires to do so, but the party of the second part does not see it that way.

**Functions of the four divisions.** In such a case the function of the introduction, the work which you are to accomplish with it, is to get favorable attention. This is also true of the introduction in all cases.

The function of the primary selling talk is to excite interest, arouse appreciation, cause desire, impel decision, and bring about favorable action.

The function of the secondary selling talk is the same as that of the primary selling talk.

The function of the tertiary selling talk is the same as that of the primary and secondary selling talks.

Mark those last three sentences well. The function, the work which each one is **intended** to do, is to **make the sale**. This is one thing which converts difficult cases into easy ones. "According to your faith be it unto you." Have faith that you are going to make the sale. The demon of doubt has killed millions of sales.

The party of the first part expects his primary, or first, selling talk to make a sale in every case, but if it does not, and he is master of synthesis, he has a second selling talk at his command.

He expects that to effect the sale, but if the case proves very difficult he still has the tertiary, or third, selling talk to bring to bear.

Let us now consider these four natural divisions of a selling talk, each in its order.

### Summary

**First.** Four fundamental factors enter into life's relationships.

**Second.** Success in life rests upon one fundamental principle.

**Third.** There are four primary laws related to the one fundamental principle.

**Fourth.** The first of these primary laws is stated in Lesson Three; the second is stated in Lesson Eight; the third is stated in Lesson Ten; the fourth is stated and amplified in this lesson.

**Fifth.** The fourth primary law is: Other things being equal, the power of the individual to render permanently satisfactory Services varies directly with his power to bring about permanent mental agreement with those with whom he communicates.

**Sixth.** There are eight mental states necessary for permanent mental agreement—confidence, attention, interest, appreciation, desire, decision, action, satisfaction.

**Seventh.** The capacity to bring about the first seven of these, and to induce and make permanent

the last, in a high percentage of cases, is the best test of mastership.

**Eighth.** To the goal of mastership there are nine stages: (1) develop Ability; (2) develop Reliability; (3) develop Endurance; (4) develop Action; (5) analyze the field; (6) analyze the customer; (7) analyze the goods; (8) right use of language; (9) correct synthesis.

**Tenth.** Synthesis is the natural, logical, convincing, persuasive putting together of the points obtained by analysis.

**Eleventh.** The object of the salesman's synthesis and presentation of his proposition is to persuade the customer to decide and to act.

**Twelfth.** In order to persuade it is necessary to cause the customer to know the goods and feel that he desires them.

**Thirteenth.** The salesman's aim is at the customer's volition.

**Fourteenth.** The way to the fortress of volition is through intellect and feelings.

**Fifteenth.** In order to reach decision and action (volition) there are four outworks to be captured—attention, interest, appreciation, and desire.

**Sixteenth.** Business-building salesmanship finds no place for hypnotism.

**Seventeenth.** Hypnotism dethrones volition. If accomplished in fact, a sale made under the circumstances would not be an honest transaction.

**Eighteenth.** We are to consider synthesis as a factor in securing attention, exciting interest, arousing appreciation, causing desire, impelling decision, and bringing about favorable action.

**Nineteenth.** The selling talk when logically put together has four parts: (1) the introduction; (2) the primary talk; (3) the secondary talk; (4) the tertiary talk.

**Twentieth.** The purpose of the introduction is to get favorable attention.

**Twenty-first.** The purpose of the primary selling talk is to excite interest, arouse appreciation, cause desire, impel decision, and produce favorable action.

**Twenty-second.** The purpose of the secondary talk is the same as that of the primary selling talk.

**Twenty-third.** The purpose of the tertiary talk is the same as that of the primary and secondary selling talks.

**Twenty-fourth.** Each talk is intended to effect the sale.

**Twenty-fifth.** Doubt not, but believe that you will prevail.

## CHAPTER II

### FAVORABLE ATTENTION GETTING: THE INTRODUCTION

**A**TTENTION has been previously defined. For convenience, however, let us have it right before us as we study this subject, and here let us define it in this way: Attention is "the active direction of the mind to an object of sense or thought, giving it relative or absolute prominence; it may be either voluntary or involuntary."

Again, it is "the power or faculty of mental concentration."

Either of these definitions will answer us very well at this point in our studies.

The gist of this lies in the fact that the mind concentrates or applies itself in a given direction on a given object or thought; and naturally, in salesmanship, this means the direction in which the salesman wishes his customer to be interested, for interest is the next stage of the fourfold mental process, the next fortress to be captured.

With his introduction he is to capture the first and outlying post leading to the citadel of volition.

*Other things being equal, the power of the individual to bring about mental agreement*

*varies directly with the excellence of his introduction, the function of which is to secure favorable attention.*

**Attention must be to the thing for sale.** It is that which the salesman is selling to which he wishes, or should wish, to attract the customer's attention, and in which he wishes to arouse interest.

The salesman is not selling himself. He is offering something to which he wishes to transfer the right of ownership.

Remember, however, and this is a very important point, that the party of the first part, the salesman in commercial transactions, is the medium through which the attention of the listener must pass to the thing upon which his attention is about to be centered.

Remember, too, that the attention which begets sales is **favorable** attention, and that in order to win a high average of cases it must be the kind of attention which immediately begins to inspire confidence.

**Power of personality in getting attention.** How true it is, then, that the attractive personality, born of the education of the positive qualities of the mental and physical man, is a practical help and a most potent one in capturing this first fortress, in securing attention!

The student should bear all this in mind as he

studies again the lessons on Ability Development, Reliability Development, and Action or Volitional Development; also the instructions on Endurance Development. He will then see, and possibly more clearly than at the time of his first study of these lessons, the intimate relationship of man building to the very first principle of the sale—attention getting.

However, he must be careful not to fall in love with himself so thoroughly as to be thinking of himself and the splendid impression he is going to make upon the buyer instead of having his thoughts centered upon his proposition and the splendid impression it is going to make upon the mind of the customer.

Great art dwells in the ability to immediately or very quickly transfer this primary attention from one's self to that which he is selling; and this must be the salesman's aim.

And right here is where a great many of the peacock brands of salesmen fall down. They strut both intellectually and physically. One must be careful lest the impression of the buyer is that of the man who said to a certain individual, "You must be a very happy man." When asked why, he answered, "because you are in love with yourself, and have no rivals."

There are two extremes among salesmen in this particular, and neither is desirable. The one is so

slouchy in his appearance, so unattractive in his mental and physical qualities, that he gets unfavorable attention from the very start. If he finally wins out, it is in spite of the first impression made.

The other undesirable extreme is the man who is so self-centered that he is thinking more of his good looks, his fine appearance, and all that, than he is of the proposition he is representing. He may make a favorable impression at first glance, but a few moments' conversation changes it to a feeling of disgust and repulsion.

The happy medium, the golden mean, is the man who gives due attention to his education at the proper time, thus building a personality which naturally commands confidence and secures favorable attention, but who, when he starts out in search of business, forgets self and throws his entire physical and mental being into the work—the one whose whole attention is centered upon his business rather than upon himself.

**Intense attention essential.** The kernel of the process of securing attention is to bring the prospective customer into that mental attitude where the party of the first part can "talk business" with him—more special attention than that generally due to mere civility.

What is desired is not just the "How do you do?" sort of attention, but real attention, so that the party of the second part is actually attentive to

what the salesman has to say. The mind of the listener must be **at a tension**—stretching out to the proposition, the goods, the thought which the party of the first part is explaining to the one who is listening.

As has been aptly stated, "Any one can call upon a prospective buyer and go away again," but that is a different thing from capturing even the first fortress of attention.

Let the reader look back again over his experiences. How many salesmen, or rather order takers, have called upon you who never secured your attention at all?

They called, talked a little, possibly much, and went away again; but their arrows were not pointed enough to secure even genuine attention. When each had departed you could remember nothing he had said.

What wonder is it that such people do not succeed in making many sales?

**Get attention before proceeding.** As a business-building salesman rather than an order taker, one must realize that before he gets to the top of the hill he must take the first step at the bottom. The party of the first part must have the kind of attention he can hold in order to present his proposition in such a manner that his suggestions may bear mental fruit in the form of a sale.

If given but momentary or passing attention one

might better have made no approach until a happier season.

If, on the first approach, the salesman does not succeed in capturing the fort of attention, he must use common sense and not assail the other works until he has first mastered this fort. In other words, he must not state his case; he must not make his first or primary selling talk, as outlined in the next chapter, until, by his introduction, he has secured the right attention. He must be tactful enough to get away gracefully so that no unpleasant impression will remain in the prospect's mind when he calls the next time.

**Attention both a thought-spiller and a thought-filler.** Attention is an intellectual thing; it belongs to the knowing part of the mind. It is through the knowing or intellectual part of the prospective patron's mind that he comes to know about the proposition being presented.

It is through attention getting that the salesman gets the customer to quit thinking about other things and begin thinking about the subject or object which he wants him to think about.

The introduction, therefore, is a "thought-spilling thing" first of all. Its first function is to spill other thoughts out of the customer's mind. It then becomes the beginning of a thought-filler, the small end of a funnel-shaped thought-filler, as it were, the big end of which is made up of the selling talks which will be outlined in succeeding chapters.

Before me as I write there is a glass filled with water.

Mark well the statement. It is **filled**—it is absolutely full.

This being true, I cannot pour more water into it unless I first spill a part of the water already in the glass. The more of it I spill, the more of a fresh supply can I put into the goblet.

This glass now in front of me is a good illustration of the mind of the average business man when approached in the usual way by the salesman.

This is especially true of conditions usually prevailing with the specialty salesman, the wholesale salesman, and the promoter, referring now to the specific work of trade relationships. Manifestly it is true that the same conditions often prevail in social and other relationships all through life.

The mind of the one to be persuaded, especially the business man, is filled with thoughts of his own business. These may be, and more than likely are, quite foreign to the thoughts which the salesman wants him to think about; the thing he has to sell.

The business-building salesman's first step, then, is to spill present thoughts from the customer's mind. He must do this by means of his introduction.

**The five senses in attention-getting.** As has just been stated, attention is an intellectual thing. It had to do with the knowing part of the customer's mind.

In an earlier lesson we learned that knowledge enters through the medium of the five physical senses—seeing, hearing, feeling, tasting, and smelling. It is therefore obvious that, since attention is an intellectual state of consciousness, the introduction which gets it is intimately related to the senses. The fact is that the more of the customer's senses one can favorably appeal to, the more devoted the attention obtained.

The first sense to be reached, as a rule, is the sense of sight. The customer generally sees the salesman even before he hears him speak and before he sees the goods handled by the salesman. The next sense to be reached, as a rule, is the sense of hearing. With some propositions these are the only physical senses of the customer through which his mind is reached.

In the case of sales over the telephone, the sense of hearing is the only one reached.

In the case of mail-order sales, unless samples are sent, the sense of sight is the only one appealed to.

In the case of personal contact between buyer and seller all of the senses may be utilized in some instances, as in an interview with a coffee and tea salesman, when the customer can hear the salesman expound the merits of the tea or coffee, he can see it, he can handle it and therefore touch it, he can taste it, and he can smell it.

In the case of the sale of fabrics the buyer can hear the salesman talk about them, he can see the goods, he can touch them, and therefore examine them as to texture, and so on.

The great truth to be observed in this connection is this: The more of the customer's physical senses the salesman can bring into operation, the greater will be the impression upon that customer's mind.

The customer is rightfully entitled to the fullest possible information concerning the goods he may buy. The interests of the party of the first part and the party of the second part are therefore mutual in this matter. The richer the sensations, the richer the images; the richer the images, the richer the concepts; and the richer the concepts, the richer the thoughts.

Many salesmen, or would-be salesmen, seem to think it is quite sufficient to appeal alone to the customer's sense of hearing. They talk, and talk, and keep on talking, and do not give the customer a chance to sensate the goods even when the circumstances make that possible.

It is true that, before the sale is made in the difficult case we are considering, much of the sensating of the goods through the various physical senses must needs be done in the course of the selling talks which follow the introduction, notably in the tertiary or third selling talk.

**Getting attention through taste and smell and**

sight. It is true, however, that a knowledge of the fact just made plain can oftentimes be utilized as a means of securing attention through the introduction.

For example, a salesman for a new cereal once gained the writer's attention to it by handing him a few kernels and asking him to eat them. Through the one sense of taste he not only secured attention but excited interest, aroused appreciation, and caused desire. He also brought about action in buying that particular cereal—a thing which I have been doing more or less ever since he gave me that first taste.

Odd as it may seem, a certain successful book salesman attracts the attention of his customer to a set of volumes in sheep binding by handing to the prospective customer a sample of the binding early in his introduction and asking him to smell of the leather, remarking, "You can easily discern that to be genuine leather."

While this method was successful with him, it would not be with everybody. Whether this salesman knew it or not, the thing he really accomplished was securing attention through the sense of smell.

One scientific shoe salesman whom we knew has greatly increased his sales—in fact, more than doubled them—since he awakened to the necessity of first securing attention.

He carries a large line of samples in his trunks. Formerly it was his practice to leave all these at the hotel and go around among his trade, seeking to induce customers to call at the hotel or to allow him the privilege of sending his trunks to their stores.

When he caught on to the idea of the necessity of first capturing the fortress of attention, he procured a beautiful velvet sample case to serve as an elegant background or setting to his shoes. This case has several pockets, in each of which is placed one of his daintiest samples, and when he now visits the stores, immediately after his greeting or opening remarks he spreads out this little velvet sample case. At once it produces a psychological effect which he states secures attention almost invariably.

This is done, of course, through the sense of sight, and "seeing is believing." In the absence of his hand samples he would be driven to the necessity of securing attention through the sense of hearing alone, just by telling the customer about his goods.

It is certainly more difficult to gain attention in that way, but in any case he now has two of the physical senses through which to convey suggestions instead of one.

**Analysis for attention-getting introduction.** It will be remembered that in Lesson Ten, on

“Analysis,” one feature of the program is, “What to say in introducing the proposition.” Under the circumstances the salesman is supposed to manufacture several mental arrows to be used in the introduction.

Here is where imagination comes into play. Imagine as fully as possible a great variety of circumstances, environments, and different types of men. Write out questions more or less direct and relevant, brief word pictures of the proposition to be presented, and have them all ready for use at this point.

Not that one will use all of them in any given case—quite possibly, indeed, none of them can be used, for the introduction **must needs be as varied as the winds that blow**. Hence there is the likelihood that the salesman cannot use the arrows he has manufactured in advance. These alone will not suffice. He may often be obliged to make a new one, and make it on the battle field of business.

**Versatility in introduction.** So far as the introduction is concerned, the customer to whom the salesman is talking, the circumstances under which he is speaking to him, and the environs in which he meets him must frequently determine what it is best to say and how best to say it.

Thus do we see that **varsatility** is one of the leading characteristics of the able introducer. Versatility in turn is dependent upon tact, knowledge of

human nature, a general sense of the fitness of things, and ability to adapt one's self to time, place, and circumstances.

The salesman may often find, however, that one or more of the mental arrows previously manufactured in his process of analysis will come into splendid play.

Yet he must not be dismayed in the least by the fact that his introduction must often be spontaneous and original. The human mind is capable of the quickest action of any force in the universe. With sense highly trained, with the ability to sense images and form concepts quickly, with power of perception developed, so that he can instantly form correct judgments and clearly see relationships between thoughts and things, with imagination highly trained, with memory good, with all his faculties on the alert, the trained salesman who has followed and is following the instructions contained in Lessons Four, Five, Six and Seven will be able promptly to manufacture fresh arrows to meet any objection, while his quality of tact will enable him to put them to instant use.

This, to be sure, is all a gradual process to the individual not already highly trained in the processes of self-education, but the principle of correct nourishment plus correct use applied to the constructive capacities, faculties, qualities, and powers always results in the gradual growth, unfoldment,

and development of them, and among them are the essentials just mentioned.

**Just praise.** Another principle to be observed in conjunction with attention-getting introduction is that of just praise.

Avoid flattery. If there is anything that will nauseate a sensible business man it is the glaring flattery of the professional jollier. Please do not misunderstand. There is a great difference between flattery and just praise. One is sincere and the other is insincere; one is genuine and the other is a sham.

We often hear it said that every one is susceptible to flattery. The saying should be, "Every one is susceptible to just praise." But even just praise has to be administered with care and tact, for, however sincere, it may be mistaken for flattery.

If one is really looking for good rather than evil, for harmony rather than discord, it is an easy thing to see merit in everybody and in almost everything. To judiciously and tactfully recognize merit in the other fellow whenever judgment or intuition tells one it is fitting, is therefore quite allowable, whether in the introduction or in the later selling talks.

Let us as business-building salesmen, however, remember that confidence is the basis of trade and that, just as soft soap is two thirds lye, so is that mental "soft soap" known as flattery mostly lie,

and that sensible business men recognize it as such. With the above principle as a guide, together with the sample introductions which are given in the textbook, the student should be able to construct introductions for his proposition which will secure favorable attention.

In our next chapter we shall consider the first selling talk.

### Summary

**First.** The function of the introduction is to get favorable attention.

**Second.** Attention must be to the thing for sale.

**Third.** The salesman is the medium through which the attention of the listener passes to the thing for sale.

**Fourth.** The attention which begets sales is favorable attention.

**Fifth.** Attention is primarily to the salesman.

**Sixth.** The salesman's art is shown in his ability to quickly transfer this primary attention to the thing for sale.

**Seventh.** The personality of the salesman is a powerful factor in obtaining and retaining attention.

**Eighth.** The kind of attention requisite for effecting the sale is intense attention.

**Ninth.** The primary selling talk must not be given until the right kind of attention has been won by the introduction.

**Tenth.** Attention is an act of the intellect.

**Eleventh.** The introduction should be (1) a thought-spiller and (2) a thought-filler.

**Twelfth.** The mind of the business man when approached is full of thoughts which must be spilled out, that others may be filled in.

**Thirteenth.** As many as possible of the customer's senses should be appealed to.

**Fourteenth.** The customer is entitled to the fullest possible knowledge concerning the goods.

**Fifteenth.** The richer his sensations, the richer his images, concepts, and thoughts.

**Sixteenth.** Taste and smell are two of the strong getters of attention.

**Seventeenth.** Seeing is believing, and often more convincing than hearing.

**Eighteenth.** There can be no absolutely fixed form for the introduction; it must needs be as varied as the winds that blow.

**Nineteenth.** Versatility based upon tact, knowledge of human nature, aptness, and adaptability to place and circumstance, is an essential attribute of the able introducer.

**Twentieth.** The able introducer will avoid flattery, but will not withhold just praise.

## CHAPTER III

### THE FIRST SELLING TALK

**W**ITH the introduction accomplished, by means of which the party of the first part has gained attention, the next task is that of arousing interest. In difficult cases this object is achieved by what is termed in the Science of Business "the first selling talk."

*Other things being equal, the power of the individual to secure mental agreement with those with whom he communicates varies directly with the excellence of his first selling talk.*

In this chapter we are studying at once the concept interest and the relationship to it of your first selling talk. For the sake of convenience, even though we have previously defined interest, it may be well to define it again at this point.

**Interest defined.** Bear in mind as you study this chapter that interest is technically defined as "the feeling of the need of looking into, investigating, or finding out about a thing that already occupies the attention."

It is plain, from the above definition, that the state of interest is an outgrowth of the state of

attention. Indeed, it may be described as attention so prolonged or stimulated as to touch the springs of feeling.

In so far as it also signifies the impulse to find out about a thing, to examine into its merits or attractions, we may take it as a feasible path to the wish or desire for possessing that which is of interest.

It is a link between attention and appreciation, the next following stage in the mental law of acquirement.

It would be a difficult task, indeed an impossible one, to arouse appreciation of values in the mind of one not at all interested in the matter being discussed or presented.

**First selling talk should effect the sale.** The salesman who has won favorable attention and can hold it and vivify it into true interest is already far on the way toward persuading the customer to buy.

It is also evident that the process of arousing interest or developing it from attention will depend on the article or goods the salesman has for disposal, and upon the subject matter of the thoughts which he wishes to present to the mind of his listener, whatever they may be.

It is in his proposition that the salesman desires his listener to feel interested; and hence a mastery of the selling points gained by analysis will clearly serve his cause.

It is true that by this first selling talk he may

likewise go so far as to excite interest, arouse appreciation, and bring about decision and action.

Indeed, for the sake of emphasis we again remind the student that this is what he should and must expect to do with the **first selling talk**. Remember always that it is by this mental attitude, and by extending in difficult cases the one selling talk into three variations, that the great blunder is avoided which is made by thousands of salesmen,—that of talking too much.

**The first selling talk should be the salesman's best.** From this point of view, the first selling talk should be the star performance. It is true that behind it are two other talks, each adequate to the same result, but they are in the nature of reserves and should not be called into action unless circumstances demand it.

Experience proves that in the making of new customers, and in the case of bringing back into line dissatisfied customers, only a small percentage give their initial orders or renew their patronage on the first selling talk. But while this is true, the salesman must rigidly ignore that fact until it is forced upon him.

He must make his faith in his proposition, in himself, and in his customer such that he feels certain every case will be easy, and that this one, the first selling talk, will alone be sufficient.

Do not doubt; believe. Look for good; do not

look for trouble. Largely in proportion as the salesman holds this mental attitude, he will make his first selling talk a success and capture with it the five remaining fortresses of interest, appreciation, desire, decision, and action.

**The direct application of synthesis.** It is in the first selling talk now under discussion and the second selling talk, to be discussed in our next chapter, that synthesis in salesmanship comes chiefly into play. It is here that you bring the forces of logic to bear upon the mind of the customer.

Let me give at once the key to the situation of the proper arrangement of the points arrived at in analysis—the how of putting them together in the best way, the most sensible way, the most logical way, the most persuasive way. **It is through the law of the association of ideas.** The student should turn back at this point in his studies and reread Lesson Four, and consult that part of the textbook accompanying it which treats of “Memory,” notably that part which has to do with the law of association.

The arrangement of the mental arrows according to the law of association of ideas assists the listener to remember what the salesman has said. It is also a powerful instrument in holding attention until it becomes interest, and sustaining interest until it becomes appreciation, and in so arousing appreciation that it ripens into desire.

At the outset the salesman must be careful to select from his supply of "points" one which the mind of the prospective customer can readily grasp, one to which his mind will readily assent, and one which will certainly be interesting.

Then he must see to it that the next point advanced is related in some way to the first, and so with the third, fourth, and fifth, and so on, each naturally fitting into the point behind it, until a scientific description of the goods or proposition has been completed.

**The wedge idea.** In arranging the points in the first selling talk, while care must be exercised to make the first few points interesting, the most positive or brilliant statements must not be used. Force the wedge in gently. Be modest and moderate in claims set forth. They find much more ready entrance than claims too ambitious.

Remember that confidence is the basis of trade. Bear in mind that it is easier to lead than to drive. Make only such statements as will be accepted readily by the customer as the truth.

In this way, get him into the habit of agreeing with the speaker. Do not overstate the case. Do not color the picture too highly. Indeed, while exaggeration or untruth is never permissible in scientific salesmanship, it is often unsafe to begin with claims as strong as the proposition will warrant.

Bear in mind the wedge idea. It is important, at the start, that the thin edge of the claims of the persuader be presented to the mind of the listener. The time may come before the sale is made, and especially in the third division of the selling talk, when the persuader must drive at the wedge with all the strength at his command; but first he should be sure to get the wedge well started before using very powerful blows.

Do not try to force the wedge in big end first, or butt end to.

Those who have split rails will see the force of this figure.

The philosophy of the "wedge" applied to the selling talk, backed by force of character, health, judgment of men, analysis, and expression, will enable the party of the first part, whether selling goods or pleading any other right cause, as the occasion comes, to cleave asunder the very toughest objections and arguments.

**The first selling talk must be brief.** Brevity is one of the chief characteristics of the first selling talk. The salesman must avoid giving the impression that he is likely to take up too much of the prospective patron's valuable time. He must also take care that the selling shall not confuse the judgment with too many details.

The patron must not be talked into desire and a resolve to buy, and then be talked out again. Do

not talk past the psychological moment of the listener. There are more salesmen who talk too much than who talk too little.

There are many good and sufficient reasons why the first selling talk should be brief—though nothing is great or small, brief or long, except by comparison.

The brevity or length of the first selling talk depends upon the article one is selling. Be brief but not too brief.

**The first selling talk is a "sketch."** The first selling talk corresponds to the sketch of the picture; and some people admire and buy sketches. It should be a complete skeleton of the article or proposition being presented. Thus it allows the main selling points to stand out in bold relief.

It is a cardinal element that the first selling talk should be **general in its nature**. The general points we have referred to should all be set forth, but the details need not be discussed—chiefly for the reason that unless the salesman is an expert character analyst he cannot as yet judge what kind of details are most likely to impress the customer's mind.

While stating the points in a general way in the first talk, a careful mental note should be made as to which seem to interest the customer most. This knowledge will be valuable later; however, if the listener is already interested in the outline, the speaker is more than likely to carry him right

along and the recital of details will not be found necessary.

Do not bother with details until they are actually needed.

Do not talk too much.

These two points are to be kept ever in mind. At the same time, the **first selling talk** should be complete in a general way. It should include many features or claims of a prominent character that can be deemed strong selling points. Thus it should give to the customer a rounded or wholesale view of the proposition, one that of itself is calculated to interest him, arouse his appreciation of values, and, if possible, cause desire in his mind to the extent of moving his volition to the purchase.

It may well be called an epitome or general summary of the selling points.

**Selection of points for the first selling talk.** Let us suppose that the salesman has analyzed the article or proposition to be sold in accordance with Lesson Ten on various fundamental lines of inquiry. Under each of these he has found a number of claims and merits, facts and features, suggestions and possibilities which should serve, one and all, to commend it to the prospective buyer. It is also his duty as a business-building salesman constantly to study these, to search for new ones, and to dress them up in the best possible words.

If there are a dozen such different claims, let us say, under the title of quality, quantity, or utility (mode of use), it should not be difficult to select one, two, or three that are essential or striking and which therefore would make good material for the first selling talk.

Often it will be found that one such leading point implies the presence of lesser ones. Sometimes it may be in itself a novelty of use or excellence of quality that was never previously known in a similar article.

Claims like this are accordingly what may be termed **the strong selling points or salient features**. They are all so many distinct inducements to buy the article, and hence have a rightful place in the description of it.

If grouped and set forth in an orderly manner by synthesis, according to the law of association of ideas, each claim or statement leading up naturally to another and all bearing on the desirability of the purchase, they are the right material and the only material needed for the first selling talk.

**Harmony and conciseness.** It is for this very reason, because it consists entirely of the vital and "catchy" selling points which need to be stated alike to every customer, that they should all be blended into one harmonious and connected talk which can be repeated offhand naturally and forci-

bly. When this is done, the salesman will be enabled to polish the selling talk into the most concise and effective language.

If one then reads and heeds Hamlet's sensible advice to the players, he may learn how to "speak his speech" so that every point shall have the momentum of a piledriver. It is then that the sharpened arrows will be driven straight to the mark. They will then affect both the intellect and the emotions of the listener, and through them the volition, the decider, and the actor of the listener, the target at which they are aimed.

This is a question of so much importance that we shall return to it a little later. Meanwhile let us discuss briefly the **closing points** of this first selling talk.

**The "terminal facilities" of the first selling talk.** Let us now take it for granted that the salesman has logically, lucidly, graphically, and forcibly presented the salient features of his proposition, all in a brief synthetic description. Even so, the first selling talk would not be complete without giving the customer an opportunity to decide and act; that is, to make the purchase. **Right here is where many salesmen fall down.** They haven't what may be termed the proper "terminal facilities." Here let us relate a story to illustrate what we mean by terminal facilities.

Ex-Senator Mason, of Illinois, is noted for his

wit. He was once on his way by train through the state of Minnesota. As the train rolled into the town of Red River Falls, Mr. Mason said to his traveling companion: "Were you ever in this town before?" His companion replied that he had not been, whereupon Mr. Mason said:

"I visited this town once. I remember it very well, indeed. It was when Knute Nelson was running for Congress. He wired me to come up here and make a speech in his behalf. Knute was a good fellow, so I came up; but after I got here he took an hour and a half to introduce me and all I had time to do was to make a few remarks.

"As I said before, Knute is all right. He's a good fellow, but he reminds me of some of those railroads that run into Chicago—he lacks terminal facilities."

And that is just the trouble with a great many salesmen, or would-be salesmen—they lack terminal facilities. They have no jumping-off place. They have no end to the line of their argument. They just seem to talk, talk, and keep on talking.

By means of the first selling talk, as outlined in the preceding pages, the salesman knows when he has presented enough of the salient features of his proposition so that the one to whom he is talking should be ready to decide and act.

In the words of a good business man, he has observed the three principles, "First, have some-

thing to say; second, say it; and third, quit talking."

Having made these salient selling features plain through the synthesis of his primary selling talk, and according to the law of association of ideas, he quits talking **about the points**. He comes to the closing. He gives the prospective purchaser an opportunity to purchase without, however, giving him a very good opportunity to refuse to purchase.

Right here a word of caution. Do not make the mistake made by many who but partially grasp this idea of the selling talk. Do not merely make the points which have been selected for the first selling talk and then quit talking entirely, waiting in a more or less embarrassed and anxious state of mind for the customer to say that he wants to buy, instead of inviting him to a decision.

Do not directly ask him to buy. As one master salesman whom the author knows puts it, to do so is "brutal." It is, to say the least, not witful, and what is not witful is not good salesmanship.

The salesman should quit talking, yes; that is to say, quit talking about the merits of his goods for the immediate present, at least; but he should begin talking about something else, and that something else must be about getting down to business, about signing up.

The talk about "closing up" hitches right on to the place where the salesman left off talking about

the points concerning his goods—the points involved in the first selling talk. There is no hesitancy; there is no break; there is no halting.

Having run the train of his thoughts down the track of his analysis of the first selling talk, his train does not stop at all but glides into the round-house of his “terminal facilities”; and this round-house contains his closing points.

Let us suppose for instance that the proposition is one which can be accepted upon either a time or a cash basis as to total payment, and that there is a discount for cash. Having stated both plans of payment, instead of bluntly asking the prospective patron to sign the order if a written order is necessary, or inquiring whether or not he will accept the proposition, the following statement or declaration would be proper: **“I presume you would prefer to take advantage of the cash discount, wouldn’t you?”**

That is where the engine stopped; and, barring interruptions, there should be no perceptible let-up, at least no complete stop, in the train of statements of facts until it reached the rail of that particular sentence or declaration.

**Features of the terminal facilities.** You will note in the example just given certain commanding features of the terminal facilities:

**First.** That the opportunity of the customer to buy is suggestive and indirect, rather than positive and direct.

**Second.** That the prospective patron is not asked whether or not he will accept the proposition. The salesman simply makes the statement that he presumes the prospective patron would like to take advantage of the cash discount.

**Ask for a decision on a minor point.** Naturally, the main point at issue is whether or not the prospect is really going to accept the proposition offered. The point upon which decision is requested or suggested in the example given is concerning the terms upon which the prospective patron would like to accept. There is a wide difference.

But this point will be noted: When he decides as to the terms, when he selects his plan of payment, this decision really carries with it a decision on the major point; and in deciding what plan of payment he will adopt, the patron has really also decided that he will accept the proffered offer.

There are various minor points upon which decision can thus be secured.

If there are different grades of the article one is selling, he has of course stated the price of each at the close of his selling talk and he can then ask the prospective customer which he prefers. This is a positive though indirect suggestion, although quite different from asking him if he wants any of them.

Again, a salesman may sometimes ask the cus-

tomer for his initials; or, if not an ordinary name, ask him how he spells his name.

Usually there is a blank in the contract or agreement for the insertion of the customer's name besides the place where he is expected to sign. This blank may be filled in by the salesman as fittingly as by the customer. Indeed, it is proper that the salesman should fill it in.

In difficult cases, or in cases that might otherwise be difficult, it is sometimes much easier to get a customer to sign his name after the details have been written out than it is to get the signature first.

The suggestions just given for the "terminal facilities" idea, the closing of the order, are of course especially applicable to the work of the specialty salesman and promoter, and in some degree to the work of the commercial traveler.

The same principles will readily be seen as applicable to all relationships in life where the function of persuasion enters, the work of getting some one to think as the speaker thinks and do as he desires the party of the second part to do, where it is simply a case of mental agreement, a case of mind meeting mind, even when the signing of a contract is not necessary, customary, or even advisable.

In retail salesmanship, where no order has to be signed, the tactful salesman, having presented the merits of his goods through a brief first selling talk,

possibly one involving only two or three points, can generally clinch the purchase by indirect suggestion, something like this: "Shall we send this out, Mrs. Blank, or will you take it with you?"

Or, in cases where the goods are not delivered, when the salesman feels that the psychological moment has arrived he can pick up the article at which the customer has been looking, set it to one side, and inquire, "What else do you desire to-day?"

A student in the retail business sends us the following suggestions which clearly illustrate this thought. It will be noted how his plan helped to make better sales and to save much time:

"As a shoe salesman in a store, when a customer was deciding between three-dollar-and-a-half and four-dollar shoes, I would pick up the four-dollar pair and say, 'Shall I wrap them in a paper or put them in a box?' This closed the deal every time I tried it.

"As a clerk in a grocery store, when a customer was deciding between a seventy-five-cent and a dollar article, I would pick up the dollar article and tear a piece of paper off a roll at my side. Without my saying a word, the customer would almost invariably say, 'I'll take that one,' pointing to the one in my hand."

These and like indirect suggestions can be profitably used by the retail salesman at the close of his first selling talk.

**About committing to memory.** Opinions differ as to this. In his earlier teachings—and we refer here particularly to **The Science of Salesmanship** out of which this, **The Science of Business, or the Philosophy of Successful Human Activity**, has grown—the author unhesitatingly and unqualifiedly advised the policy of committing the selling talk to memory, notably in his instructions to the specialty salesman.

Quite an extensive experience in teaching has led the author to some modifications of this advice.

Emphatically, however, there has been no change of views or advice as to the advisability of committing the **synthesis of the points to memory**. The points in the first selling talk must be logically arranged. Each must follow the other in natural order.

True it is, with the multiplicity of points at his command, there may be several which could be made naturally to follow any one given point, but in any event the memory of the salesman should be rich with points or thoughts concerning his proposition. Each should be distinct.

Many of these points should be committed to memory, even to the extent of committing to memory the exact words,—the words in which the thoughts are clothed.

There are many good business houses to-day, notably in the specialty line, who counsel and

indeed insist upon their salesmen committing to memory the entire selling talk.

With the understanding that the succeeding statements are to be followed by certain amendatory comments, let us now quote from **The Science of Salesmanship on this point as follows:**

"The keynote of sound science is its practicability.

"Whatever is truly scientific is also eminently practicable. The science of salesmanship would be of little value if it could not be practically applied in commerce. Let us, therefore, take good heed to learn wherein it is applicable at every step.

"Perhaps there are those who might differ with me on the practicability of memorizing their talks in selling goods. I realize fully that the advice I am about to give applies more particularly to the specialty salesman than to the other three classes, and yet the commercial traveler, promoter, and retailer can well afford to study it attentively and follow it as closely as possible.

"In the full light of science and experience I unhesitatingly advise that the primary canvass, or first selling talk, in specialty salesmanship, be thoroughly committed to memory.

"Do not fear for a moment that this will make you less versatile or obscure your native gifts. You have ample play in these gifts even in your introduction and, as we shall see later with regard to the

third selling talk, it must needs be as varied as are the breezes of spring. But it is quite different with the first and second selling talks."

**Success of a memorized selling talk.** "Let us illustrate by a practical and impressive example from the current records of American industry.

"Not many years ago, in a bustling community, a specialty business was begun on very humble and unpretentious lines, its location being an old edifice in an obscure part of the town. The basis of the enterprise was an invention of much utility in trade. It was sold by agents direct to business men for their own use.

"The manufacturer prospered, and the dingy old building soon gave way to a modest factory, and this in turn to a larger factory, which was added to from time to time until now it covers several acres of ground.

"There came a period in its history when the company had quite a legion of men on the road, some good salesmen, some very poor, and many indifferent.

"In this its experience did not differ materially from that of almost every firm employing salesmen.

"Among the good salesmen was one of exceptional cleverness who took names 'on the dotted line' right and left everywhere. The president of the concern called him in and plied him with ques-

tions as to the **how** and **why** of his remarkable success. Among other things he was asked to deliver his canvass, as if trying to sell the president a machine.

"The salesman at once complied, and the president was favored with a very logical, graphic, and forcible description of the goods, to which he listened intently.

"When the salesman had finished, he was asked to make it again, on which, to his great surprise, the president heard exactly the same points in the selfsame words and delivered in the same general manner.

"The employer then inquired: 'Do you say the same thing to everybody?'

"The salesman replied, 'Certainly; after gaining a man's attention, I have a case to state, and I have found that there is a best way to state it. What one business man should know about this machine any other should know, since all are buying it for the same purpose.'

"The president at once saw the force of the claim.

"He is a man of decision and action.

"He promptly called together a convention of his salesmen from all over the world. In the meanwhile he had this man dictate his selling talk, and when the convention assembled it was ready in printed form.

"The president then stated to the salesmen that

every man present must commit that selling talk to memory.

"He urged that his company had a message to deliver to the people about the goods they were offering for sale; that he was prepared to put that message into the hands of all the salesmen, and that it was henceforward their duty as employees of the company to deliver it to everybody upon whom they called.

"This policy of uniformity was then put into force with most profitable results. To-day that company has an army of salesmen throughout the world, each one carrying his primer and having the same selling talk committed to memory.

"As I now write these lines, there is undoubtedly a demonstration of this machine going on in San Francisco, Chicago, New York, London, Paris, and Berlin, but each and every salesman, no matter where he may be, is stating the exact points and in somewhat the same terms as all the others.

"And that company has ever since been most phenomenally successful. It has swept competition out of the way, has practically attained a monopoly in its line of goods, and I understand its annual sales amount to fully twenty-five million dollars.

"Now let me ask you: Does it not seem as if there was benefit in committing selling talks to memory? Does it not also look to be entirely practicable?"

Success of retail salesmen who memorized. "Lately I met a retail clerk selling hardware, who had once worked for this company and learned their method. He was applying the same principle to the sale of stoves.

"As soon as he secures the customer's attention he starts a regular synthetic talk, embodying the chief points or suggestions which he wishes to impress on a purchaser and, as he put it to me, he starts at the bottom of the stove and goes to the top, and then turns round and goes back again.

"He told me that in demonstrating the value of his stove he makes the same talk to everybody, and his success is considered almost phenomenal. He sells more stoves than any other salesman who ever worked for the same house.

"Permit me to ask another question. Does it not seem as if this method would work even in connection with numerous articles that are sold at retail? And if it will apply here, why not in many cases with the commercial traveler, not so much for staples on close margins, but for specialties that yield large profits to the house?

"Remember that salesmanship is the selling of goods for profit. There are thousands selling goods, or taking orders for them, who are making but little profit for their firms. They don't succeed with the specialties, and really to sell specialties—not merely take orders for them—demands a special selling

talk committed to memory, a talk that reveals to the buyer their chief merits clearly and convincingly."

**Great orations and lectures memorized.** "I have but little patience with those smart salesmen who think it beneath their dignity to commit anything to memory.

"The most eloquent pleadings at the bar of justice, the greatest lectures on the public platform, the greatest oratorical triumphs everywhere, whose object is to enthuse or influence the human mind, are invariably the result of painstaking preparation, even to the extent of committing to memory.

"You should never forget that the purpose of your talk to your customer is identical with that of an orator addressing an assembly. The intention in each case is to influence the will. The orator has an audience of many, you have an audience of one; that is about the only difference.

"The orator's introduction varies with his audience, his design being to put that audience in tune with him, but once the introduction is made, attention being thus secured, his speech is virtually the same to one audience as to another.

"And so it should be with the statement of your case. It can be the same to the president of the republic as to Bill Jones or Jim Smith, so far as your first selling talk is concerned.

"There is a best way to state any given proposi-

tion. It is your business logically to arrange your strong selling points and then, as a means of happy expression, economy of time, and favorable results, to write out and commit to memory the presentation of your case."

**About interruptions.** "'But how about interruptions?' some will ask. 'Suppose the customer interrupts me with a question, or otherwise; or, suppose he himself is interrupted by some one or something else?'"

"There are exceptions to every rule, of course, and it is not the purpose of these counsels to make a machine of any one; but the rule is that, given a strong personality, as the fruitage of our teachings in earlier lessons, the salesman can hold the floor and compel the customer to stay silent while the case is presented. This is the program exactly as it should be and which you must do your best to carry out.

"It is true that interruptions are possible at any moment in any one of your selling talks.

"I know full well the dangers and annoyance of them and, without any view to belittle them, I wish to advise you earnestly on this point. It is here we can often utilize to best effect the great rule of life that 'Every seeming disadvantage may be converted into a real advantage.'

"To illustrate: It is related of James G. Blaine, an orator who was almost peerless in his ability

to influence others, that he was once making a speech in a country town and in a hall located very near the railroad. In the midst of a great argument, when he had his audience under perfect control, a long freight train came thundering by. The orator had to stop. The interruption would have been embarrassing to most speakers, but with his usual tact Mr. Blaine turned this seeming disadvantage into a real advantage. He waited smilingly until the noisy train had rolled by, and then promptly said, 'How fitting it is, ladies and gentlemen, that we should be interrupted by this roar of commerce, this emphatic proof of our country's great prosperity, made possible, fostered, and protected by the wise Republican administration, in whose behalf I am pleading with you.'

"From this, he went on with a brief but eloquent eulogy of his party and then resumed his argument in the originally prepared discourse, taking it up at the place where the freight train had cut him off.

"Possibly you know that Mr. Blaine was once a salesman, and no doubt a most successful one."

**Examples of handling interruptions.** "How often I have seen this principle exemplified in selling! Perhaps the interruption is due to the entrance of a customer, or a little child running in to the father or mother, just at a point when you feel that the psychological moment is close at hand.

"You know that the incident is liable to turn it

aside, and you would be glad if the intruder might stay away a little longer, just a little longer.

“Have you ever been there?”

“I have met these annoyances many a time and I know full well the sentiments that are likely to well up in the human breast at such a moment. But I also know well that if we pleasantly bow to the inevitable and use proper tact, we can often turn such incidents to our advantage. Not always, it is true, but very many times if we really try.

“The merchant may be pleased by a complimentary remark about his customer, and there is no more certain road to the good will of parents than a little praise of their children, especially if it does not savor of too much flattery.

“Tact is always ready-money, and it is just at times like those that you need a supply of such cash on hand.

“After an interruption of this kind it is easy to pick up the thread of your talk by some such remark as: ‘Let me see, I believe I was stating this point when we were interrupted.’ Here you go right on with the presentation of your case as if nothing had happened.”

**Keeping the customer on the track.** “In conclusion, just a word as to interruptions caused by the customer himself. Either a very lively interest on the part of the customer, or else, on the other hand, a lack of appreciation shown by levity or slighting

remarks, may tend at times to cause you interruptions. For the most part these can be parried by an agreeable smile and a polite 'Excuse me, please, I shall come to that point in just a moment.'

"Of course, there are occasions when such a customer must be humored, but a fatal mistake with many salesmen is in permitting a customer to lead them off the track in general conversation, and so render impossible a full statement of their case. In this way the customer fails to get a clear or adequate view of the salesman's proposition, and hence there is failure to accomplish the sale.

"The handling of a nervous, talkative customer sometimes reminds me of landing a gamy bass. A good angler never jerks him off the hook; he lets him run a little, but not into the weeds. Gently put the pressure on the reel and don't let the customer run too far with an interruption."

**Naturalness.** "I know well how tiresome a set speech is if it is not properly felt and delivered.

"I know how flat it falls if it has the mere jingle of a piece you have memorized to speak.

"I advise it only for those who have the intelligence to digest and assimilate the talk so thoroughly that it becomes a part of them. When thus absorbed it is spoken as if spontaneous, and I believe you can so master it, if you are not too lazy or too indifferent to your own success earnestly to try.

"The proper rendition demands of you close study

and application; you must make it entirely your own and a part of you, and then it will be natural.

"Hesitate just a little here and there to make it seem extempore. Pause for a second or so, as if hunting up a word, even though you know exactly the one you intend to use. When necessary, in short, do a little harmless acting."

**An illustration.** "To illustrate the entire practicability of this method, perhaps you will excuse me for making the following statement, which I do without any tinge of egotism:

"I never undertook to sell anything yet that I did not sell more than any other salesman representing the house I worked for at the time, and I always had my primary selling talk committed absolutely to memory.

"In making my analysis I always availed myself of whatever printed matter the house had prepared in relation to the article or proposition to sell.

"I always heeded carefully what the proprietor or manager had to say about it. I found that I could always profit by their experience, and hence I used their points; but you may be certain that my selling talks, not alone the first but the second and third, were none the less always full of 'Sheldonisms.'

"The selling talk in every case should sparkle with originality, and this counsel I give you specially as to the making of your own.

"Sometimes it is wise to commit thoroughly to

memory the canvass or selling talk furnished in printed form by the house you represent, above all if it is logically arranged and the points are well stated.

“Meanwhile do not be so ‘smart’ as to ignore the advice of the house, printed or oral. Do not treat it lightly, but use it as a foundation and proceed as rapidly as possible to manufacture selling talks of your own and vitalize them with the force and flavor of your personality.”

**About stating the price.** The mention of price and terms should not as a rule be discussed until the close of the first selling talk.

We know one successful advertising solicitor who makes it an absolute rule not to mention his rates until he has first presented the whole case, no matter how urgent may be the customer’s interruptions in seeking to learn the cost.

He answers, “We shall come to that pretty soon; let us treat the merits of the case first. When you have heard the facts concerning my medium, possibly you would not want the advertising at all; on the other hand, perhaps you will want it no matter how much it costs. You will certainly find the price satisfactory, and if you will excuse me, we shall come to that point in a moment.”

The general rule, then, is not to discuss prices until the close of the selling talk. The exception to this plan may be when the cheapness is so re-

markable as to enhance the force of every other selling point as stated and to hasten the ripening of interest into the feeling of appreciation of values; but even then it is often wise to leave mention of the favorable selling price for a happy surprise at the close. It is sure that the salesman cannot wisely discuss the cost or value of an article until the other party to the transaction is informed on all of its leading merits.

But when the case has been succinctly and completely stated, then the selling talk can be brought to a close and the opportunity extended to buy, somewhat like this: "Now, as to price and terms, the total price is only — dollars and the terms (in case of an installment offer or time bills) are very liberal indeed (here state the terms)."

There is a great deal in the way you say such words as "only."

**Be positive; do not waver.** Many salesmen act at this point as if they doubted the customer's willingness or ability to pay the price. If the salesman thus doubts, the customer is very apt mentally to echo his doubt, and then the customer will also doubt.

The salesman must be positive, not only objectively but subjectively. He must permit no doubt to enter his mind or to be reflected in his voice or manner in any way.

With these general principles in mind for the

governing of the making and delivering of the selling talk, and with special emphasis on the **terminal facilities**, let us now turn our attention to the second selling talk. This we shall do in our next lesson.

### Summary

Let us review briefly what we have learned in this lesson :

**First.** This whole course in the Science of Business is designed to help the student increase the percentage of cases in which he, in contact with his fellow men, shall be able to bring about in the minds of those with whom he communicates the seven mental states of confidence, favorable attention, interest, appreciation, desire, decision, and action, and then to render such satisfactory Service that satisfaction shall result, and thus the securing of progressively profitable patronage be made an accomplished fact.

**Second.** In order to do this, one must build his intellect, sensibilities, body, and volition ; become an expert in finding customers ; learn to read human nature ; become a master analyst of his goods, a master of expression, and a master of synthesis.

**Third.** Synthesis is the putting together, in the most effective way, of the points brought out by analysis.

**Fourth.** In the actual making of the sale, only

confidence, favorable attention, interest, appreciation, desire, decision, and action are necessary, while satisfaction on the part of the customer is necessary for progressively profitable patronage.

**Fifth.** The customer's volition is reached through his intellect and feelings.

**Sixth.** The scientific salesman's desire is to serve his customer, therefore hypnotism has no place in business-building salesmanship.

**Seventh.** The selling talk is naturally divided into four parts: (1) the introduction; (2) the primary or first selling talk; (3) the secondary or second selling talk; and (4) the tertiary or third selling talk.

**Eighth.** The functions of these four divisions of the selling talk are as follows: The function of the introduction is to get favorable attention; the function of the primary or first selling talk is to excite interest, arouse appreciation, cause desire, impel decision, and bring about action; the function of the second selling talk is to intensify appreciation of values and desire and thus bring about favorable action; the function of the tertiary selling talk is the same as that of the secondary.

**Ninth.** Attention is defined as "the active direction of the mind to any object of sense or thought, giving it relative or absolute prominence. It may be either voluntary or involuntary."

**Tenth.** While the attention of the customer must

be directed to the thing for sale, and not to the salesman, yet the personality of the salesman is a very strong factor in getting favorable attention. The great art lies in transferring the attention quickly from the salesman to the thing for sale.

**Eleventh.** Intense, undivided attention is the thing wanted, and it must be gained before proceeding with the primary selling talk.

**Twelfth.** Getting attention involves spilling the old thoughts out of the mind of the customer and filling his mind with new thoughts.

**Thirteenth.** Attention is gained by appealing to one or more of the senses of the customer—the more senses one keeps busy, the less likely is attention to wander.

**Fourteenth.** In his analysis the scientific salesman must forge many arrows for his attention-getting introduction, for it must be as varied as the winds that blow—spontaneous and original, adapted to the personality and environment of the customer.

**Fifteenth.** Just praise of the customer, his business, or his class of trade is often a good attention-getter.

**Sixteenth.** In the first or primary selling talk the first object is to arouse interest, which is defined as “the feeling of the need of looking into, investigating, or finding out about a thing that already occupies the attention.”

**Seventeenth.** Interest is thus a link between at-

tention and appreciation of values and a direct road to desire, which is the next step, and which is to be followed by favorable decision and favorable action. The object of the primary selling talk is to close the sale; therefore it should be the salesman's star performance.

**Eighteenth.** The law of synthesis in building the first selling talk is the law of association of ideas. Let each point in the talk suggest the next.

**Nineteenth.** In the primary selling talk the first few points must be made interesting, but not too forceful. The wedge of the argument must be pushed in gently.

**Twentieth.** The primary selling talk must be relatively depending as to its length upon the article or proposition being presented.

**Twenty-first.** The primary selling talk must be in the nature of a sketch, but complete in a general way.

**Twenty-second.** The primary selling talk must have "terminal facilities"—that is, should close by giving the customer an opportunity to buy, but not to refuse.

**Twenty-third.** The opportunity of the customer to buy must be made indirect and not direct, and approached by getting decision on some minor point first.

**Twenty-fourth.** The salesman must memorize his points, if not his whole selling talk.

**Twenty-fifth.** Interruptions are handled in such a way as to turn a seeming disadvantage into a real advantage.

**Twenty-sixth.** The customer must not be permitted to control the interview—he must be kept on the track.

**Twenty-seventh.** As a general rule, price should not be mentioned until terminal facilities have been reached.

**Twenty-eighth.** The party of the first part must be positive; he must not waver,

## TEST QUESTIONS

1. What is meant by synthesis, and for what purpose is it used by the successful salesman? 17

2. What are the four divisions of the selling talk? and what is the function of each? 17

3. Give an example of attention as gained through a direct appeal to some sense of the customer. 18

4. (a) What preparation should be made for an attention-getting introduction? 33 (b) What will usually determine the character of the introduction? 33

5. Discuss the first selling talk as to selection of points, arrangement of points, brevity, conciseness, terminal facilities, and memorizing. 33

6. Name two or more minor points on which a decision may be asked for. 37

7. What part of the first talk should always be memorized, and when is it desirable to commit to memory the entire talk? 37

8. Give an example of a well handled interruption.

9. Why should price and terms generally be postponed until terminal facilities have been reached?

10. Give two examples of how you are applying the truths of this lesson in your daily work.



